Alberta

Freedom To Create. Spirit To Achieve.

Campus Alberta Quality Council

Seventh Annual Report

1 April 2010 • 31 March 2011

Government of Alberta ■

Advanced Education and Technology

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ISSN 1715-4243

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2 September 2011

Honourable Greg Weadick
Minister of Advanced Education and Technology
324 Legislature Building
10800 – 97 Avenue
Edmonton, Alberta T5K 2B6

Dear Mr. Weadick:

RE: Campus Alberta Quality Council Seventh Annual Report

On behalf of the Campus Alberta Quality Council (CAQC), I have the pleasure of providing you with our Seventh Annual report for the period 1 April 2010 through 31 March 2011.

The 2010-2011 year was very active for CAQC as it reviewed a number of proposals for new degree programs brought forward by Albertan and non-resident post-secondary institutions. On Council's recommendation, you and the former Advanced Education and Technology Minister, Honourable Doug Horner, subsequently approved seventeen degree programs including eight undergraduate and nine graduate programs. You deferred approval of one program proposed by an Alberta institution because of fiscal constraints and, on Council's recommendation, declined approval of another program as it did not meet CAQC's quality standards. Furthermore, eleven program proposals were undergoing Council's review as of the end of the reporting period.

Council was also active in developing and refining its policies and procedures, especially as they pertain to Council's role in monitoring approved degree programs. I note in particular the creation of a Quality Assurance Audit Pilot Project Task Force, a joint venture involving CAQC, the members of the Alberta Universities Association (AUA), and the Ministry. Extending over two years, this pilot project will engage external reviewers to assess the cyclical processes used internally at four universities, as part of their institutional commitment to ensure the on-going quality of their degree programs.

As many institutions are increasingly delivering programs online, Council updated its Additional Quality Assessment Standards for Programs Delivered in Blended, Distributed or Distance Modes. As well, it began revisions to its graduate program proposal guidelines and assessment standards.

The Proposal Review Standing Committee (PRSC) and the Monitoring Standing Committee (MSC) are two of the vehicles Council uses to increase the efficiency and cost effectiveness of its operations. PRSC acts on behalf of Council to evaluate program proposals which apply successfully to undergo a fully expedited review. MSC is a new committee established to act on Council's behalf in monitoring the quality of approved degree programs to assure that they continue to comply with Council's standards.

We strongly believe that quality assurance is a shared responsibility among post-secondary educational institutions, the Ministry, and Council. Therefore, we applaud the commitment of institutions to enhance their quality assurance practices and have added to our list of operating principles an item that recognizes the primacy of a quality assurance culture within those institutions. As well, we applaud your efforts to develop a Quality Assurance and Accountability Framework for the post-secondary system in Alberta.

Finally, I want to acknowledge with gratitude the extraordinary support Council has received from Marilyn Patton and other members of the Secretariat with whom we have been privileged to work.

Sincerely,

Ronald B. Bond, PhD
Chair

CAQC Mandate

The Campus Alberta Quality Council is an arms-length quality assurance agency that makes recommendations to the Minister of Advanced Education and Technology on applications from post-secondary institutions seeking to offer new degree programs in Alberta under the terms of the *Post-secondary Learning Act and* the Programs of Study Regulation (91/2009).

Other than degrees in divinity, all new degree programs to be offered in Alberta must be approved by the government. Therefore, Council is charged with the quality review and monitoring of all degree programs proposed by:

- resident public and private institutions (both for-profit and non-profit)
- non-resident (out-of-province) public and private institutions (both for-profit and non-profit)

Alberta Public Agencies Governance Act

In response to the requirements of the Alberta Public Agencies Governance Framework and the *Alberta Public Agencies Governance Act* (not yet proclaimed), Council developed its Mandate and Roles Document, which was signed by the Minister and Council's Chair on 19 November 2009. During the reporting period, CAQC revised its Competency Matrix outlining the skills, experience and knowledge members require as a collective to carry out activities of Council, its Chair and Member Position Descriptions, and the Member Recruitment Process documents. All documents are posted on CAQC's website.

Activities of Council

Council is committed to ensuring the quality of approved degrees, and also encourages institutions that offer approved degree programs in Alberta to continue improving the quality of their degree programs. During the reporting year, Council held five meetings and focused on the following areas of activity:

- conducting program evaluations and making recommendations to the Minister on applications from post-secondary institutions seeking to offer new degree programs
- developing and refining Council's procedures and assessment practices with respect to post-secondary institutions applying to offer degree programming in Alberta to align them with current quality expectations
- monitoring approved degree programs to ensure their compliance with Council's conditions and minimum quality standards
- offering advice to institutions
- communicating the role of Council to stakeholders within the province and to relevant national bodies as well as with other provincial quality assurance agencies and the public

Keeping with its desire to meet with representatives of Campus Alberta institutions, Council has continued to hold its meetings at various institutions across the province. In 2010-2011, Council met at the University of Calgary, Alberta College of Art and Design, University of Alberta and Mount Royal University. During the meetings, the host institution had an opportunity to make a presentation to Council members on their current programs and future plans.

Establishing and Refining Assessment Standards, Guidelines and Procedures

During the reporting year, Council continued to make refinements to its standards, guidelines and procedures. All of these are included in the *CAQC Handbook*, which is updated regularly and posted on CAQC's website to provide guidance to post-secondary institutions as they seek to understand Council's standards, policies and procedures. The following materials were added or revised in the *Handbook*:

- added a new section on Council's protocol on assessing collaborative degree arrangements
- revised the chapter on comprehensive evaluations, including the addition of a new section on Self-Study Guidelines for Comprehensive Evaluations
- added appendices on 'Terms and Conditions for Ministerial Approval for Non-resident Institution Degree Programs' and 'Financial Security Requirements for Non-resident Institutions'

As well, during the reporting period Council continued to work on the following documents to be included in subsequent versions of the *Handbook*:

- principles to guide Council's monitoring activities
- Additional Quality Assessment Standards for Programs Delivered in Blended, Distributed or Distance Modes
- graduate program proposal guidelines and assessment standards

Management Plan

The Management Plan outlines Council's strategic priorities and planned activities within a three year framework and guides the work of Council and its Secretariat. Through reviewing and revising the Management Plan annually, both Council and its Secretariat have an opportunity to re-examine Council's focus and priorities. At its annual fall retreat in 2010, Council discussed and accepted the *2010-2013 Management Plan* prepared by the Secretariat.

Subcommittees

Council has two standing committees, one of which was established during the reporting period, which conduct their work and make decisions via a SharePoint site.

As well, three ad-hoc committees facilitated Council's work during the reporting period.

Proposal Review Standing Committee

In keeping with its commitment to act expeditiously, Council's Proposal Review Standing Committee (PRSC) acts on behalf of the full Council in reviewing requests for expedited reviews and conducting desk reviews of proposals undergoing fully expedited reviews (FER). In addition, the committee reviews substantive changes to approved degree programs. In 2010-2011, PRSC reviewed 17 requests for FER (one of which was for a program name change), 12 of which were accepted and five of which were denied. The five FER requests which were denied resulted in these programs being subject to a review by an external evaluation team. Of the 12 FER requests accepted, PRSC completed 10 desk reviews of program proposals and made recommendations to the Minister and completed one review of a program name change and made a recommendation to the Deputy Minister. One additional program desk review was in progress as of 31 March 2011.

Monitoring Standing Committee

The Monitoring Standing Committee (MSC) was established at Council's December 2010 meeting to assist Council with its monitoring activities. The establishment of this committee was one of the outcomes of Council's ongoing work on clarification and development of its monitoring mechanisms for approved degree programs. At the end of the reporting period, Council and the Secretariat were working on finalizing the Terms of Reference for the work of this new committee to be approved by Council in the coming year.

Comprehensive Evaluation Subcommittee

This subcommittee was established at CAQC's June 2009 meeting to review Council's processes and documentation related to comprehensive evaluations. During the reporting period, the subcommittee completed its work on revising the Comprehensive Evaluations section in Council's *Handbook*, which now includes the new Self-Study Guidelines for Comprehensive Evaluations. The revisions were based on Council's and Secretariat's experiences with comprehensive evaluations as well as the feedback received from institutions and reviewers who have been part of past comprehensive evaluations. Council accepted the subcommittee's recommendations and adopted relevant changes to the *Handbook* at its April 2010 meeting.

Graduate Programs Standards Subcommittee

This subcommittee was reinstated in the fall of 2010 to continue its work on reviewing and refining the graduate program proposal guidelines and assessment standards. It is planning to meet with the deans of graduate studies and provosts in the next reporting period to receive their input before it presents its recommendations to Council.

Distance Delivery Standards Review Subcommittee

Council agreed to create a subcommittee at its June 2010 meeting to review its standards for degrees delivered at a distance. In addition to four Council members, the subcommittee included two external representatives with expertise in the distance program delivery area. During the reporting period, the subcommittee prepared revised draft standards for degrees delivered at a distance as well as additional glossary entries for the *Handbook*. At its February 2011 meeting, Council adopted in principle its new Additional Quality Assessment Standards for Programs Delivered in Blended, Distributed or Distance Modes and the additional glossary entries.

Quality Assurance Audit Pilot Project

The Quality Assurance Audit Pilot Project is a joint venture of CAQC, the Alberta Universities Association (AUA) and the Ministry. Following discussions between CAQC and Ministry representatives and the AUA provosts, the Task Force overseeing the project met throughout 2010-

2011 to refine and clarify the process document for the project. The document has been signed off by the provosts of the four AUA institutions, the Ministry and CAQC.

The principal objectives of a two-year project are to ascertain that each of the four AUA institutions

a) has a quality assurance process for internal review of its degree programs that meets the Minister's expectations; and
b) applies its quality assurance process for its degree programs and addresses review findings with an appropriate response.

If the pilot is successful, it is Council's expectation that an audit process could continue as a way of helping CAQC perform its monitoring function with respect to AUA institutions.

The Task Force consists of four representatives from CAQC and four representatives from AUA institutions. The audit schedule has been determined, as follows: University of Alberta in fall 2011, University of Lethbridge in spring 2012, Athabasca University in fall 2012, and University of Calgary in spring 2013.

Stakeholder Engagement

Promoting openness and transparency in all its practices, Council works with stakeholders as it develops policies and guidelines to assess and enhance the quality of degree proposals as well as support Council's monitoring processes. For example, as noted above, during the reporting year CAQC worked with AUA on developing a joint audit pilot project to be conducted in 2011–2013. Through its Secretariat, Council has continued to receive feedback from institutions and make revisions to its annual reporting templates. As well, the Secretariat has consulted with Alberta Education's Professional Standards branch regarding monitoring of the new teacher preparation programs that are subject to both CAQC's standards and the *Teaching Quality Standard (TQS) Applicable to the Provision of Basic Education in Alberta (Ministerial Order #016/97)*.

In 2010–2011, meetings were held with the Honourable Doug Horner, Deputy Premier and Minister of Advanced Education and Technology, Mr. Greg Weadick, then Parliamentary Assistant to the Minister, Deputy Minister Annette Trimbee, and Assistant Deputy Minister Connie Harrison. Meetings also took place with other officials from the Ministry to:

- clarify the roles of the Ministry (system coordination review) and Council in the program review process to ensure that the two-step program approval process is coordinated and streamlined as much as possible
- ensure that annual reporting by public and private institutions to the department and Council is coordinated, and develop new approval and monitoring processes for non-resident institution programs
- ensure Council's input into Ministry discussion with respect to quality assurance and accountability in the post-secondary system in Alberta
- discuss approval processes for combined and collaborative degree proposals
- ensure effective communication between Council and the Ministry

Council has continued its collaboration with the Alberta Council on Admissions and Transfer (ACAT) to benefit Alberta learners. On CAQC's invitation, ACAT's representatives attended Council's December 2010 meeting to inform Council members on their key initiatives that are of interest to both bodies, including the *Learner Progressions Best Practices Research Report* and the work being done with respect to qualifications of instructors in transfer courses/programs. Other possible collaboration opportunities between the two bodies were discussed as well.

Council's Chair and Secretariat communicated regularly with officials from post-secondary institutions and other stakeholders to explain Council's principles and procedures and to seek input on the best ways to serve the interests of the post-secondary system and its learners.

Meetings also took place with representatives of the following:

Alberta Universities Association
Confederation of Alberta Faculty Associations

Conferences and Presentations

As it is important that Council's assessments be recognized and understood both within and outside the province, Council's Chair and Secretariat Director attended meetings and conferences and, in some cases, made presentations relating to the work of Council. These included:

Event	*Location*	*Attendee(s)*
UofA's Workshop on International Joint and Dual Degrees	*Edmonton, AB*	*Marilyn Patton*
Student Orientation Training	*Edmonton, AB*	*Ronald Bond*
Canada-China Academic Forum: Quality and Relevance in Graduate Studies (at UofA)	*Edmonton, AB*	*Marilyn Patton*
E-Quality Symposium	*Banff, AB*	*Margaret (Peggy) Patterson, Marilyn Patton*

National and International Initiatives

To promote the national and international recognition of Alberta degrees in the absence of national accreditation in Canada as well as to learn about best practices in quality assurance in other jurisdictions, it is vital that provincial representatives communicate regularly. The development of connections among provincial quality assurance agencies continues to be a priority.

Council's Secretariat is involved in an important national initiative – the CMEC Quality Assurance Subcommittee, which continues to be chaired by Marilyn Patton, Director of Council's Secretariat. The Subcommittee includes representatives from jurisdictions across Canada and holds regular teleconferences to discuss quality assurance practices to improve understanding of degrees granted within Canada and how they are assessed. Another important initiative of the Subcommittee is to develop discussion papers on various topics relating to degree quality in Canada, as mandated by CMEC's Postsecondary Assistant Deputy Ministers Committee. The work of the Subcommittee, and the information gained from connections among provincial quality assurance agencies (noted above), serves the vital function of providing professional development to CAQC members.

To better understand the work of quality assurance bodies in other jurisdictions, the CAQC Secretariat participated in a videoconference of the secretariats from the Ontario Postsecondary Education Quality Assessment Board, BC's Degree Quality Assessment Board and the Maritime Provinces Higher Education Commission in November 2010.

Evaluations and Recommendations

Council is an integral component of the program approval process in Alberta. When an institution submits an application to the Minister to offer a new program, the proposal first undergoes a system coordination review by Ministry staff to determine whether there is a need for the program and how it fits with other programs offered within the provincial post-secondary system. If the outcome of the system coordination review is positive, the Minister may refer the proposal to CAQC for a quality review and a recommendation on whether to approve the proposed program. After receiving Council's recommendation, the Minister makes a decision on whether to approve the program. Funding of the program is a separate consideration, which does not involve Council.

The process of approval for new degree programs being proposed is as follows:

Application to the Minister

↓

System coordination review by Ministry

↓

Referral to Council for organizational review (if necessary) and program quality review

↓

Council's recommendation to the Minister

↓

Minister's Decision

Council's evaluation process is rigorous, depends heavily on peer review, and takes into consideration the experience of an institution in offering degree programming. When an institution proposes its first degree program, a first degree program at a new level, or other precedent-setting degree, it will

normally be subject to a full assessment by Council, including both an organizational and a program review.

For institutions that have experience in offering degree programs at the level of the degree being proposed, a fully expedited review (no organizational evaluation and a desk review by Council's PRSC and Secretariat rather than engaging external evaluators for the program review) or partially expedited review (one not requiring an organizational evaluation) may be possible. Council's criteria for granting expedited reviews are published on its website.

Council is committed to having review processes that are iterative in nature, especially in the cases when, in Council's opinion, a proposed degree program has a potential for development and improvement (CAQC's operating principle 9). Council works closely with institutions during the review process and after a program's approval to foster continuous development and enhancement of degree programs.

Applications Referred to Council and Council Recommendations

Of the 17 programs recommended by Council for approval to the Minister in 2010-11, 10 were baccalaureate programs and seven were graduate programs. Five programs were subject to a partially expedited review using CAQC-appointed external evaluation teams. The remaining 12 programs underwent a fully expedited review by PRSC acting on behalf of Council. Subsequently, the Minister approved 13 of these programs on Council's recommendation and deferred the approval of one program due to the current fiscal situation. On Council's recommendation, the Minister did not approve one program. Three programs were pending the Minister's decision.

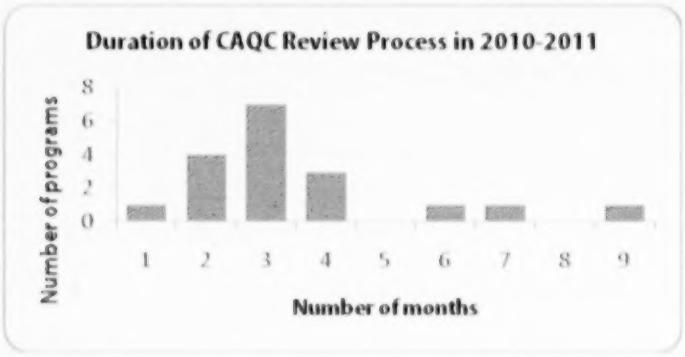
In addition, on Council's recommendation, the Minister approved four programs that were submitted to the Minister during a previous reporting period.

On 31 March 2011, eleven program proposals were under review by Council: five programs from non-resident institutions (at the master's level), and six from resident institutions (including four baccalaureate and two graduate programs).

One proposal, a first graduate program from Alberta College of Art and Design, will be undergoing both an organizational and program review by Council.

In 2010-2011, the time between Council's receipt of an institution's full program proposal and its recommendation to the Minister ranged from less than one month to nine months, with 83% of the proposals reviewed within four months. This is a significant decrease in processing time in comparison with the previous reporting period when 35% of the proposals were reviewed within four months after receiving the final proposal. In part, this can be attributed to the fact that in 2010-2011 a higher proportion of proposals were subject to a fully expedited review (67% vs 43%). Fully expedited reviews by PRSC took less than three months to review.

The time required for Council to make a recommendation is affected by various factors such as the completeness of the institution's final proposal (e.g., presence of reports by independent academic experts), whether or not an organizational evaluation is required before the program review, the time it takes to recruit external reviewers and establish a site visit date mutually agreeable to all reviewers and the institution (e.g., reviews typically do not occur in the summer), and whether or not the institution is asked to provide further refinements of the proposal or supply missing information before a recommendation can be made to the Minister.



The following table outlines the proposals referred to Council by the Minister and the degree programs approved or deferred by the Minister on recommendation of Council between 1 April 2010 and 31 March 2011.

Alberta Public Institutions Program	Type of Review	CAQC Recommendation	Minister's Decision	Date**
Alberta College of Art and Design				
Master of Fine Arts in Craft Media	*Organizational*	*Under Review*		
Grant MacEwan University				
4 year Bachelor of Communication Studies (Professional Communication)	*Program*	*To Approve*	*Approved*	*28 July 2010*
4 year Bachelor of Communication Studies (Journalism)	*Program*	*To Approve*	*Approved*	*28 July 2010*
Mount Royal University				
4 year Bachelor of Education (Elementary)	*Program*	*To Approve*	*Approved*	*15 Feb 2011*
4 year Bachelor of Midwifery	*Program*	*Recommendation submitted*	*Under Consideration*	
Northern Alberta Institute of Technology (NAIT)				
4 year Bachelor of Health Informatics	*Program*	*Under Review*		
Southern Alberta Institute of Technology (SAIT)				
4 year Bachelor of Science in Internetworking	*Program*	*To Approve*	*Approval Deferred*	*3 June 2010*
4 year Bachelor of Science in Construction Project Management	*Program*	*To Approve*	*Approved*	*7 Jan 2011*
University of Alberta				
4 year Bachelor of Arts (Planning)	*Program**	*Recommendation submitted*	*Under Consideration*	
4 year Bachelor of Science (Specialization in Planning)	*Program**	*Recommendation submitted*	*Under Consideration*	
4 year Bachelor of Commerce (Natural Resources, Energy and the Environment)	*Program**	*To Approve*	*Approved*	*18 Aug 2010*
5 year Bachelor of Science / Bachelor of Education (Secondary) Combined Degrees Program (Augustana)	*Program**	*To Approve*	*Approved*	*11 Feb 2011*
Master of Arts in Native Studies	*Program**	*To Approve*	*Approved*	*10 Jan 2011*
Master of Financial Management	*Program**	*To Approve*	*Approved*	*24 Jan 2011*
University of Calgary				
4 year Bachelor of Music (Integrated Studies)	*Program**	*To Approve*	*Approved*	*12 April 2010*
4 year Bachelor of Music (Music Education)	*Program**	*To Approve*	*Approved*	*4 Feb 2011*
Master of Public Policy	*Program**	*To Approve*	*Approved*	*8 Sep 2010*

Alberta Public Institutions (continued) Program	Type of Review	CAQC Recommendation	Minister's Decision	Date**
Master of Science (Veterinary Medical Sciences)	*Program**	*To Approve*	*Approved*	*17 Feb 2011*
Doctor of Philosophy (Veterinary Medical Sciences)	*Program**	*To Approve*	*Approved*	*17 Feb 2011*
University of Lethbridge				
Doctor of Philosophy (Education)	*Program*	*Under Review*		

Alberta Private Institutions Program	Type of Review	CAQC Recommendation	Minister's Decision	Date**
Canadian University College				
2 year After Degree Bachelor of Education (Elementary Education)	*Program**	*Under Review*		
2 year After Degree Bachelor of Education (Secondary Education)	*Program**	*Under Review*		
Concordia University College of Alberta				
Master of Information Systems Assurance Management	*Program**	*To Approve*	*Approved*	*25 Oct 2010*
DeVry Institute of Technology-Calgary				
Bachelor of Technical Management	*Program*	*To Not Approve*	*Not Approved*	*4 March 2011*
Bachelor of Science in Network and Communications Management	*Program*	*Under Review*		

Non-Resident (Out-of-Province) Institutions Program	Type of Review	CAQC Recommendation	Minister's Decision	Date**
Andrews University				
Master of Science in Administration (International Development)	*Program*	*Under Review*		
Cape Breton University				
Master of Business Administration in Community Economic Development	*Program*	*Under Review*		
Cornell University-Queen's University				
Executive Master of Business Administration	*Program**	*Under Review*		
La Sierra University				
Master of Arts (Administration & Leadership)	*Program*	*Under Review*		
Master of Arts (Curriculum & Instruction)	*Program*	*Under Review*		
Loma Linda University				
Master of Science in Marital and Family Therapy	*Program*	*Proposal Withdrawn*		
Queen's University				
Executive Master of Business Administration	*Program**	*To Approve*	*Approved*	*2 Dec 2010*
Accelerated Master of Business Administration	*Program**	*To Approve*	*Approved*	*1 Dec 2010*
University of Portland				
Master of Education (Leadership)	*Program**	*To Approve*	*Approved*	*15 April 2010*

*** Fully Expedited Review**

**** Any approved program that is not implemented within three years of approval may be subject to additional review.**

Evaluation Teams

As noted in Council's fourth operating principle, peer evaluation forms the basis of Council's assessment of the applicant's ability to implement and sustain the quality of proposed degree programs. Recruitment of appropriate external experts to assist with Council's evaluations is

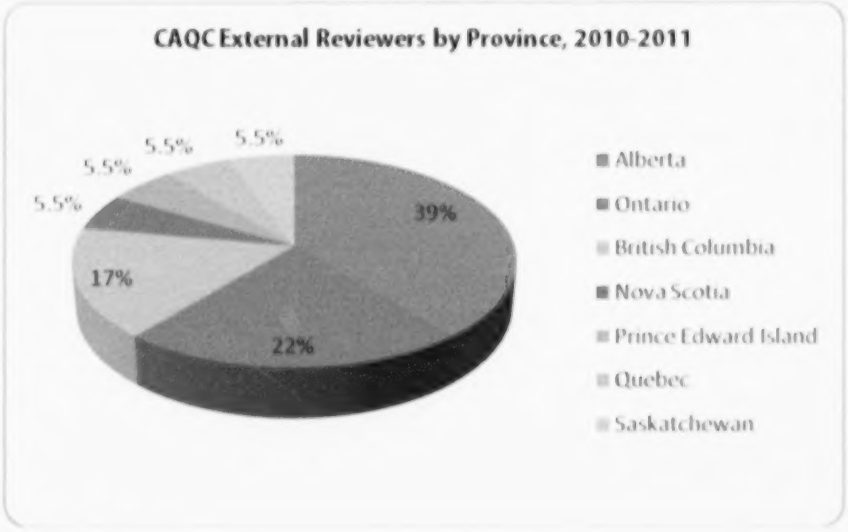
important as the quality of the reviewers affects the quality of the review, which in turn affects the quality of the program under review. Council ensures that the external reviewers' perspectives brought to the evaluation process are a judicious mix of relevant disciplinary expertise and a detached external stakeholder point of view. Depending on the circumstance, Council employs three types of teams of experts in evaluating proposed programs and monitoring approved degree programs:

- *Organizational evaluation teams* assist Council in examining the extent to which the systems and processes of the institution are clearly established to achieve excellence in learning at the degree level.
- *Program evaluation teams* help ensure that degree programs offered by institutions are of an acceptably high quality, and comparable in quality to other degree programs in Alberta and Canada.
- *Comprehensive evaluation teams* help fulfill Council's role with respect to periodic evaluations of institutions offering approved degree programs.

The recruitment and preparation of teams are managed by the Secretariat, and membership of each team is approved by Council.

Prior to their site visits, teams have an orientation meeting with the Chair (or alternate) and are provided with a comprehensive binder outlining their roles and responsibilities, the assessment standards to be used and detailed information about the proposed program(s) and/or the institution. The Director or Manager of the Secretariat coordinates each review and acts as an advisor to the team during the site visit. Once the review is completed, team members and the institution are asked to provide feedback about their experience and offer suggestions for improving the review process. At its September 2010 annual retreat, Council members reviewed the feedback provided by the evaluation teams as well as the institutions. The feedback indicates a high level of satisfaction with the work of Council and its Secretariat.

Evaluators are typically senior academics and administrators from universities or other institutions offering approved degree programs in Alberta or elsewhere in Canada. In 2010-2011, Council's program evaluation teams included 18 experts (seven from Alberta and 11 from other Canadian provinces).



Council wishes to acknowledge the commitment of the following reviewers who provided evaluation services during the reporting year:

Dr. Raza Abidi	Dalhousie University	Dr. Patrick Hettinatchi	University of Calgary
Dr. Robert Babe	University of Western Ontario	Dr. Susan James	Laurentian University
Dr. Garston Dacks	University of Alberta	Dr. Lorne Jaques	University of Calgary
Dr. Sheila Evans	University of Calgary	Prof. Josée Lafrance	Université du Québec a Trios Rivieres
Dr. Fred Fletcher	York University	Dr. Ian McCarthy	Simon Fraser University
Mr. Garnet Garven	The Public Policy Forum	Dr. Stephen Murgatroyd	Murgatroyd Communications & Consulting Inc.
Dr. Tim Goddard	University of Prince Edward Island		
Dr. Robert Hayward	University of Alberta	Dr. Gerry Nixon	Royal Roads University
Dr. Arthur Heidebrecht	McMaster University	Dr. Abdul Roudsari	University of Victoria
		Dr. Barbara Schneider	University of Calgary

External experts engaged by Council adhere to Council's Code of Conduct, which ensures that they avoid any actual or perceived conflict of interest including that which may impair or impugn the integrity, impartiality or independence of Council. The final decisions on all matters relating to an evaluation team rest with Council, including the team's membership and its terms of reference.

Monitoring and Periodic Review

The Programs of Study Regulation (91/2009) outlines Council's responsibilities with respect to the monitoring of approved degrees. Should it determine that the institution no longer meets the required organizational conditions or that the approved program no longer meets required standards of quality, Council may recommend that approval be cancelled. To date, no programs have been recommended for cancellation.

Monitoring may take various forms including annual reporting, periodic reporting, comprehensive evaluations, as well as subsequent evaluations. Council may also ask for reporting prior to or after implementation of a new program.

Annual Reporting

During 2010-2011, Council continued to review annual reporting submitted by applicable institutions (including from non-resident institutions), which are required to submit their annual reports by 1 November each year to enable Council to review them at its December meeting and to provide timely feedback regarding approved degree programs. In 2010-2011, Council, through its Secretariat, has continued to refine its annual reporting templates on faculty and scholarly activity based on feedback received from the institutions.

Comprehensive Evaluation

In addition to annual reporting, Council also conducts comprehensive reviews. Normally Council conducts at least one comprehensive evaluation (a combined organizational and program(s) evaluation) of an institution offering approved degree programs in Alberta no sooner than in the sixth academic after the institution begins its first degree program, and normally includes the results of the institution's review of its approved degree program(s) using external evaluators. A subsequent comprehensive evaluation may be conducted.

There were no institutional comprehensive evaluations by Council in 2010-2011. Council expects to conduct future comprehensive evaluations according to the following schedule:

Institution	*Academic Year*
Grant MacEwan University	2012-2013
Mount Royal University	2013-2014
Northern Alberta Institute of Technology	2013-2014
Ambrose University College	2014-2015
Southern Alberta Institute of Technology	2016-2017

Membership of Council

Council consists of eleven members appointed by the Minister, including a chair and 10 members representing expertise in the post-secondary system (brief biographical information about the members is available in Appendix 3). Services of a Secretariat are provided to Council by the Minister.

During the reporting year, Dr. Judy Eifert, Dr. Jane O'Dea, Dr. John Waterhouse and Dr. Robert Woodrow were appointed to Council for a three-year term to replace four members who completed their term – Dr. Robert Lockwood, Dr. Peter Meekison, Dr. Cliff Soper and Dr. Mo Watanabe. Council extends its gratitude to these individuals for their exceptional contributions to its work.

The following 15 individuals served on Council in 2010-2011:

Chair	*Ronald Bond*	
Members	*Patricia Clements (Vice Chair)*	*Jane O'Dea (from 1 July 2010)*
	Judy Eifert (from 1 July 2010)	*Margaret (Peggy) Patterson*
	Robert Lockwood (until 23 July 2010)	*Art Quinney*
	Peter Mahaffy	*Cliff Soper (until 1 July 2010)*
	Peter Meekison (until 1 July 2010)	*Mo Watanabe (until 1 July 2010)*
	Greg Moran	*John Waterhouse (from 1 July 2010)*
	Leo Mos	*Robert Woodrow (from 1 July 2010)*

CAQC Website

CAQC's website, which is regularly updated, is an important tool to enhance Council's communication with its stakeholders and members of the public. The website (www.caqc.gov.ab.ca) includes information about Council, the application process for new degree proposals, its assessment standards, relevant publications (including its *Handbook)*, its recommendations and applications under review, as well as links to relevant legislation and related organizations.

As shown below, activity on the website was significant during 2010-2011. Although the overall number of visits to the site has decreased approximately 20% during the reporting period in comparison with the previous year, the number of unique visitors remained constant.

	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11
Visits	4,610	5,746	5,196	3,673	3,711	3,256	3,725	3,554	3,814	4,002	3,644	3,644
Visitors	1,082	1,033	967	884	1,009	941	1,056	1,148	1,122	1,072	936	1,064

CAQC Secretariat

The CAQC Secretariat, a unit within the Ministry, assists the Chair and Council in their activities by performing environmental scanning, providing advice on matters of policy and procedure, organizing meetings, helping to set meeting agendas and preparing background documentation, and drafting publications. It also provides information and advice in response to inquiries from various agencies, current and prospective applicants, and members of the public about matters related to quality assurance of new degree programs. As well, it coordinates all aspects with respect to Council's external evaluation teams and the Secretariat's Director or Manager serves as an advisory member on the teams.

To facilitate the efficiency of Council's work, the Secretariat continues to maintain and enhance a SharePoint site for members.

As of 31 March 2011, the Secretariat consisted of:

Director	*Marilyn Patton*
Manager	*Guy Germain*
Research Officer	*Alex Makar*
Office Manager	*Shirley Miskowicz-Thomson*

A Glance Back

During the reporting year, Council has continued to contribute significant value to the post-secondary system in Alberta by ensuring that newly approved degree programs provide quality educational opportunities to learners. Since its creation in 2004, Council has reviewed and recommended approval of 135 degree programs including 101 baccalaureate and 34 graduate programs. Of these 135 programs, 58 were proposed by Baccalaureate and Applied Studies Institutions and Polytechnical Institutions, 53 by Comprehensive Academic and Research Institutions, 17 by Independent Academic Institutions and seven by non-resident institutions.[1]

Degree Programs Approved on Recommendation of CAQC
(As of 31 March 2011)

University of Alberta	16
Grant MacEwan University	25
NAIT	2
Concordia University College	4
The King's University College	2

University of Calgary	22
Mount Royal University	22
SAIT	2
Ambrose University College	6
St. Mary's University College	3

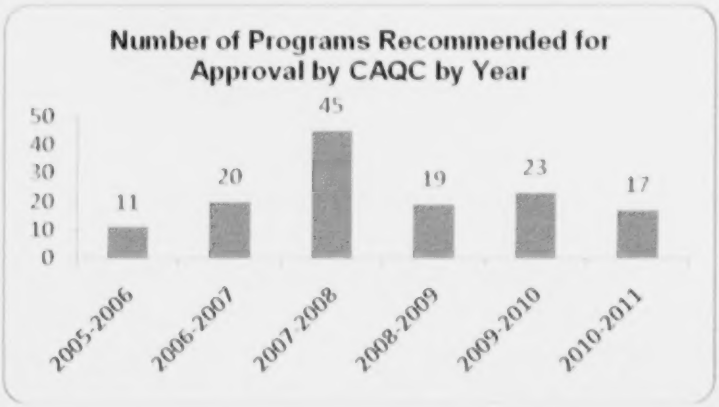
Athabasca
Edmonton
Lacombe
Calgary
Lethbridge

Athabasca University	4
Canadian University College	2
University of Lethbridge	9

Non-Resident Institutions

City University of Seattle	1
Gonzaga University	2
Queen's University	2
University of Northern B.C.	1
University of Portland	1

[1] For information on classification of post-secondary institutions in Alberta within the six sector model see Chapter 2.1.2 of the *CAQC Handbook* at www.caqc.gov.ab.ca.



Over the past years, Council has developed various quality assurance mechanisms and tools to provide value-added activities through its program assessment and monitoring processes. During the reporting period, some of Council's value-added activities included

- Enhancing the quality of program proposals under its consideration: Council has contributed to enhancing the quality of several proposals by asking institutions to make significant revisions to the program curricula in order to meet expectations of the Canadian Degree Qualifications Framework (e.g., regarding depth and breadth of the curriculum) or, in the case of non-resident institution programs, to meet Council's expectations regarding Canadian content. Other significant program changes included refinements to staffing plans, an increased focus on the development of a scholarly culture to better inform teaching, revisions to admission requirements to align them with similar programs at other institutions, augmentation of library resources to support program delivery and establishment of (or augmentation of) program advisory committees to increase the integration and cohesiveness of programs.
- Monitoring of approved degree programs: In 2010-2011, one of the significant value-added contributions of Council in this area was the revision of the Comprehensive Evaluation section in its *Handbook*, which included new Self-Study Guidelines, to better guide degree-granting institutions in preparing for their first comprehensive evaluation. The revisions were based on Council's experience with past comprehensive evaluations as well as the feedback received from institutions and external evaluators who participated on Council's review teams.
- Composition of Council's external evaluation teams: During the reporting period, Council continued its practice of engaging external reviewers from both within and outside Campus Alberta. During the reporting year, 39% of Council's external reviewers were from Alberta institutions, and 61% were from other Canadian jurisdictions. Engaging out-of-province experts is one strategy Council uses to provide applicant institutions with a broader national context for offering their degree programs as well as to promote the quality of Alberta's post-secondary education across Canada.

Looking Forward

In the coming year, Council will focus on assessing and improving the efficiency of its operations through continuing to

- review its operating principles;
- gather feedback from reviewers and applicant institutions following each site visit and consult stakeholders on the development and refinement of its policies, procedures and standards;
- develop the operational guidelines for the work of PRSC based on experience;
- refine its expectations and processes with respect to monitoring of approved degree programs including the development of Council's monitoring principles and processes to guide its work in this area;
- finalize revisions with respect to its Additional Quality Assessment Standards for Programs

Delivered in Blended, Distributed or Distance Modes through the Distance Delivery Standards Review Subcommittee;

- revise its graduate assessment standards and guidelines through Council's Graduate Programs Standards Subcommittee in cooperation with institutional stakeholders; and
- make revisions to the *CAQC Handbook* as needed.

Council also expects to

- finalize reviews of the eleven proposals currently under its consideration (including those from non-resident institutions) and deal with any new referrals;
- work together with AUA on implementation of a joint pilot project for monitoring, through an audit process, its members' internal quality assurance review practices as was agreed upon during the previous reporting period;
- continue holding discussions with its stakeholders to enhance the quality of submitted proposals, to clarify mutual expectations regarding meeting Council's quality standards, and to solicit feedback on how to improve the work of Council;
- continue working to enhance the recognition of its assessments, both nationally and internationally, by maintaining relationships with its provincial and regional counterparts and with pan-Canadian quality assurance initiatives to promote confidence in the Alberta "brand";
- continue its environmental scanning of national and international developments in quality assurance practices, including changes that are taking place in Europe under the Bologna process;
- continue its collaborative initiatives with ACAT in the areas that support the fulfillment of the mandates of both councils; and
- participate as required in the development of a Quality Assurance and Accountability Framework for the post-secondary system, as well as other important Ministry projects and initiatives.

In conclusion, Council strives to provide value-added activities to the post-secondary system in Alberta through developing and refining its evaluation processes as well as helping applicants to enhance the quality of proposals where, in Council's opinion, such a potential exists. Council is eager to consult with stakeholders on issues related to its mandate and assessment practices. It appreciates working with all levels of the Ministry on initiatives related to the quality of degree programming in Alberta to benefit the learners, institutional stakeholders and society at large.

Appendix 1

Campus Alberta Quality Council Key Operating Principles

1 The Council **standards** are appropriate to the program level/scope and are comparable to national and international standards. Within this context, Council is open to flexibility and innovation in degree programming.

2 The **best interests of learners** are at the core of Council's activities as it assesses and monitors the quality of degree programs.

Revised to add Principle 2, May 2008

3 The Council respects the foundational role of **academic freedom** in the provision of high quality post-secondary programs.

4 **Peer evaluation** is an essential component of the Council's evaluation of post-secondary degree programs.

5 **Stakeholder participation** is an integral part of the degree appraisal process.

6 The Council acts to develop and retain **autonomy** from influences that may undermine or otherwise affect trust in its functions and decisions.

7 The Council exhibits **equity** in all aspects of its operation. Equity encompasses the idea that applicants are treated fairly but not necessarily identically.

8 The Council exhibits and promotes **openness and transparency** in all its practices and policies. In its commitment to consistency of decision making, the Council aims to develop public trust that all eligible institutions meeting the Council's standards and practices will be able to apply and take part fully in the functioning of the Council under its mandate, administration and processes.

9 Processes established by the Council may be **iterative** in nature when, in Council's opinion, a proposed degree program has the potential for development and improvement.

Principle 9 modified December 2010

10 Within the context of its iterative processes, the Council acts **expeditiously** and in keeping with principles of natural justice.

11 The Council is committed to the **quality assurance review** of its own activities and to the interprovincial sharing of best practices in post-secondary degree program quality assessment. Its processes are dynamic and continuously improving.

12 The Council exhibits and promotes **appreciation of institutional diversity** and respect for institutional autonomy and integrity among the institutions proposing degree programs.

13 The Council ensures that approved degree programs and Council decisions with respect to them are **monitored** and the extent of monitoring is appropriate to the experience of the institution.

14 Members and peer reviewers shall act in accordance with **ethical standards** and abide by Council's code of conduct which includes provisions on conflict of interest.

15 The Council recognizes that the **primary responsibility** for academic and institutional quality assurance rests with post-secondary institutions themselves.

Revised to add Principle 15, December 2010

Appendix 2

Principal Documents and Publications of the Campus Alberta Quality Council

- *CAQC Handbook: Quality Assessment and Quality Assurance*

Documents and publications not included in the *CAQC Handbook*:

- *Guide for Teams Conducting Comprehensive Evaluations*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting comprehensive evaluations. The "CAQC Code of Conduct" is included. The guide is reviewed and updated as needed.

- *Guide for Teams Conducting Evaluations of Proposed Graduate Programs (Non-Resident Institutions)*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting evaluations of graduate programs proposed by non-resident institutions. The "Framework for Graduate Program Evaluation" and the "CAQC Code of Conduct" are included. The guide is reviewed and updated as needed.

- *Guide for Teams Conducting Evaluations of Proposed Graduate Programs (Resident Alberta Institutions)*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting evaluations of graduate programs. The "Framework for Graduate Program Evaluation" and the "CAQC Code of Conduct" are included. The guide is reviewed and updated as needed.

- *Guide for Teams Conducting Evaluations of Proposed Undergraduate Programs*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when evaluating proposed undergraduate programs. The "Framework for Program Evaluation" and the "CAQC Code of Conduct" are included. The guide is reviewed and updated as needed.

- *Guide for Teams Conducting Organizational Evaluations (Resident Alberta Institutions)*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting organizational evaluations of first-time applicants. The "Framework for Organizational Evaluation and Scorebook" and the "CAQC Code of Conduct" are included. The guide is reviewed and updated as needed.

- *Hosting a Site Visit*

  This document offers guidance to institutions to assist them in preparing for a site visit by a Council-appointed external evaluation team.

- *Toolkit for Off-site and Cross-border Delivery of Programs*

  The toolkit provides resources for institutions planning to deliver programs off-site or internationally and includes principles, a checklist and an annotated bibliography.

Appendix 3

Campus Alberta Quality Council Member Information

(as of March 2011)

Dr. Ronald Bond (Chair) *Term: 13 July 2009 to 12 July 2012*

Dr. Bond is Emeritus Provost and Vice-President (Academic) at the University of Calgary and a former Professor of English and Dean of Humanities there.

Dr. Patricia Clements, Vice-Chair *Term: 28 July 2008 to 27 July 2011*

Dr. Clements is Professor Emeritus of English and former Dean of Arts at the University of Alberta. She is a former President of the Humanities and Social Sciences Federation of Canada, and has served on the Social Sciences and Humanities Research Council of Canada.

Dr. Judy Eifert *Term: July 1, 2010 to June 30, 2013*

Dr. Eifert served as Provost and Vice-President Academic, Dean of Continuing Education, Dean of Community and Health Studies, and Department Chair of Nursing at Mount Royal College (now Mount Royal University). She currently works as an educational consultant to colleges and universities in Canada.

Dr. Peter Mahaffy *Term: 13 July 2009 to 12 July 2012*

Dr. Mahaffy is Professor of Chemistry at The King's University College, and Chair of the Chemistry Education Committee of the International Union of Pure and Applied Chemistry. He is a recipient of the National 3M Teaching Award and a previous member of the Private Colleges Accreditation Board.

Dr. Greg Moran *Term: 28 July 2008 to 27 July 2011*

Dr. Moran, former Provost and Vice-President (Academic) and Dean of Graduate Studies at the University of Western Ontario, is currently a professor of Psychology. He is a former Chair of the Ontario Council of Academic Vice-Presidents and a consultant to the Council of Ontario Universities and the Higher Education Quality Council of Ontario.

Dr. Leo Mos *Term: 13 July 2009 to 12 July 2012*

Dr. Mos is a Professor of Psychology and Linguistics at the University of Alberta, has served as Chair of The King's University College Senate and is the former Director for the Centre for Advanced Study in Theoretical Psychology at the University of Alberta.

Dr. Jane O'Dea *Term: July 1, 2010 to June 30, 2013*

Dr. O'Dea is a Professor and served as Dean in the Faculty of Education, University of Lethbridge. An accomplished pianist and vocal coach, her award-winning teaching career spans more than 30 years in Canada, Ireland, and England at the public school and university undergraduate and graduate levels.

Dr. Margaret (Peggy) Patterson *Term: 2 September 2008 to 1 September 2011*

Dr. Patterson, former Chief Academic Officer and Associate Vice-President (Student Affairs) at the University of Calgary, is a professor of Higher Education Leadership, the founder and Director of the Canadian Centre for the Study of Higher Education, and is a former member of the Alberta Council on Admissions and Transfer.

Dr. Art Quinney *Term: 13 July 2009 to 12 July 2012*

Dr. Quinney is a professor emeritus of the University of Alberta, former Chair of the Department of Physical Education and Sport Studies, and former Dean of Physical Education and Recreation. He was Associate Vice-President (Academic) from 2000-2002 and Deputy Provost from 2002-2007.

Dr. John Waterhouse *Term: July 1, 2010 to June 30, 2013*

Dr. Waterhouse is the former Vice-President Academic and Provost at Simon Fraser University, former Dean of Business at Simon Fraser University and former Professor of Business at the University of Alberta and the University of Waterloo. He has served on a number of national and international committees.

Dr. Robert Woodrow *Term: July 1, 2010 to June 30, 2013*

Dr. Woodrow is a Professor of Mathematics and Statistics at the University of Calgary. He is the former Deputy Provost and Associate Vice-President (Academic) and served as Associate Dean and Vice-Dean in Science. He has been active with mathematics outreach and the activities of the Canadian Mathematics Society.

www.caqc.gov.ab.ca